

## JOINT THEATER DISTRIBUTION (JTD)



Joint Theater Distribution (JTD) is the system that enables the geographic combatant commander to deploy, employ, sustain, and re-deploy assigned forces and non-unit materiel and personnel to carry out missions assigned to his command. The system is a network of nodes and links tailored to meet the logistic requirements of the military force during peacetime, contingency, or wartime operations. The purpose of the JTD Joint Test and Evaluation (JT&E) is to examine, standardize, and streamline the theater distribution pipeline nodal processes to enhance theater distribution effectiveness and efficiency, with the goal of reducing customer wait time. The Army is the Lead Service for this Joint Test and Evaluation Program.

This five-year test is designed to quantitatively/qualitatively measure the effectiveness and efficiency of the DoD distribution system using a business process reengineering methodology to enhance theater distribution through the application of better business practices within the in-theater distribution nodes. JTD JT&E focuses on in-theater distribution, but will include an examination of other end to end distribution pipeline operations, both strategic and tactical, when they impact theater distribution.

### **BACKGROUND INFORMATION**

Recent and on-going military and humanitarian operations highlighted difficulties in managing the in-theater distribution of assets, the related information flows, and the integrated management processes necessary for the geographic CINC to execute his directive authority for logistics support. Simply stated: To provide the “right support to the right customer at the right time, the first time.” The sheer volume of materiel to be moved through the theater distribution nodes during the early phases of deployment and sustainment operations overwhelm the node’s ability to execute distribution. These nodes are where unique Service systems and units must hand off cargo and materiel in a seamless fashion to avoid backlogs and bottlenecks. Experience has shown that this is where the distribution process tends to break down. This test addresses the nodes’ underlying business processes and focuses on their improvement as opposed to the traditional approach of investigating the nodal resources required to execute distribution.

The JTD JT&E project was chartered by OSD on September 8, 1998. The JTD JT&E is being conducted using a team of Service and contractor personnel. In year one, the JTD JT&E conducted visits to multiple sites within the Pacific Command (PACOM) and European Command (EUCOM). The visits

focused on mapping the “As Is” discrete nodal physical processes, information flows, and management processes occurring within the Aerial Ports of Debarkation (APOD), Seaports of Debarkation (SPOD), Hub/Advanced Logistic Sites (ALS), Trailer Transfer Points (TTP), Terminal Transfer Units (TTU) and the Customers. This information was used to develop test articles for each of the planned test treatments, and to build models unique to each type distribution node in a CINC’s Area of Operation (AOR). In the second year, “As Is” mapping in the Central Command (CENTCOM) AOR was completed and the first test treatments were applied in PACOM and EUCOM. During the third year of the test, “As Is” mapping in the U.S. Southern Command (SOUTHCOM) was conducted and additional testing was conducted in PACOM and EUCOM. In the fourth year, the JTD JT&E will formulate the best joint business process for each in-theater distribution node type and test these process changes on a global basis in at least three CINCs AOR.

The Program Test Plan was approved on March 7, 2000. Previous test activities included the baseline mapping of the theater distribution process in CENTCOM and SOUTHCOM, as well as the application of process enhancements in PACOM and EUCOM.

### **TEST & EVALUATION ACTIVITY**

This year, the enhanced process improvements were tested at additional PACOM (February 2001) and EUCOM (April-May 2001) locations. The test team is now in the process of coordinating the global test with the warfighter and the defense activities providing support. In addition, the War on Terrorism may warrant the use of “Tiger Teams,” formed from the JT&E staff, to apply lessons learned in the processes used on new distribution pipelines supporting future operations.

### **TEST & EVALUATION ASSESSMENT**

The resources and planning for the JTD JT&E are adequate to meet the stated purposes of an OSD JT&E program. Data continues to be collected and analyzed. The CINCs and the Services continue to support the project. Participation by the field activities visited by the JTD JT&E personnel has been outstanding. Analysis of the baseline process mapping has identified several potential areas ripe for efficiencies to be gained. Early test treatments have been targeted toward the more obvious efficiencies to be gained. The full impact of test treatments will not be confirmed until the test is complete in FY03. However, in the interim it would be prudent to determine the appropriate agency to apply the recommended changes and direct implementation of known improvements to the joint theater distribution process.